Elections Canada

Office of the Chief Electoral Officer

2018–19 Departmental Plan

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Chief Electoral Officer's Message

During fiscal year 2017–18, Elections Canada shifted its attention to the 2019 general election by moving ahead with its agenda to modernize the electoral process to make it more accessible and inclusive for all Canadians and to improve voter experience. The agency also progressed in renewing a number of key assets that are critical to delivering successful electoral events.

For fiscal year 2018–19, a key focus will be completing and thoroughly testing all major modernization initiatives before they are rolled out at the next general election. Integrated testing of new information technology systems begins in September 2018. By spring 2019, the agency will have completed most of its preparatory work for the next general election and across Canada, election administrators will be busy completing a number of key pre-election tasks.

At the time of writing of this report, two bills introducing changes to the Canada Elections Act remain before Parliament, and the government has indicated its intention to introduce further electoral reform in response to recommendations made by the Chief Electoral Officer. Some of the agency's efforts to improve and modernize the electoral process depend on these legislative changes, and the window of opportunity for making major changes in time for the 2019 general election is rapidly closing.

Consequently, the agency's plans for this fiscal year and the 2019 general election need to adapt to the shifting regulatory environment. Some modernization initiatives may need to be scoped down when factoring both the legislative changes effectively enacted and the overall effort required by Elections Canada and its field staff to implement these changes over a much shorter period than anticipated. The agency will work with parliamentarians as they examine any new electoral legislation to inform them of the impacts of the changes and the timelines for their implementation based on the processes, systems and training necessary for the delivery of the election. Any changes must be well tested and ready to be deployed without risk to the election.

As part of its preparatory work before the 2019 general election, the agency will also continue to collaborate with lead security agencies to maintain and enhance the integrity of the electoral process and to ensure that its technological infrastructure continues to meet the highest security standards.

The completion of our planned improvements, along with our preparatory activities for the 2019 general election, are key to offering an electoral process that is fair, transparent and free of undue influence, so that Canadians can exercise their democratic right to vote in federal elections in 2019 and beyond.

Stéphane Perrault
Acting Chief Electoral Officer of Canada

Plans at a Glance

Delivering general elections and by-elections is at the heart of Elections Canada's mandate. Because 2018–19 is the last stretch before entering an election year, Elections Canada aims to complete all preparatory work needed to return to general election readiness. The objective is to be ready for the launch of a general election as of March 31, 2019. This includes:

- updating the National Register of Electors
- assisting returning officers with pre-election tasks
- selecting goods and services providers
- replenishing electoral material and supplies

The agency will also prepare for and conduct any by-elections that are called.

Also in 2018–19, Elections Canada will finalize and thoroughly test its initiatives to modernize and improve the delivery of services to electors and political participants for the 2019 general election. These initiatives, some of which rely on expected legislative changes, will allow Elections Canada to implement voting options that support Canadians' ability to exercise their democratic right to vote, while promoting fairness and transparency.

While these preparations to deliver the 2019 general election are under way, the agency will continue to strengthen its security posture and address the evolving cyber-security environment. This will help ensure that the electoral process remains fair, transparent and free of undue influence.

Delivering successful electoral events, proactively ensuring cyber-security of its environment, and offering improved services are fundamental to Elections Canada's ability to deliver on its core responsibility of electoral administration and oversight, and to improve the elector experience.

For more information on Elections Canada's plans, priorities and planned results, see the "Planned results" section of this report.

Planned Results: What We Want to Achieve This Year and Beyond

Core Responsibilities

Electoral Administration and Oversight

Description

Elections Canada's core responsibility is to prepare for, deliver and report on federal elections and referendums in accordance with the legislative framework, while ensuring integrity throughout the electoral process.

Planning Highlights

In 2018–19, a number of key initiatives will support Elections Canada's commitment to continually improve the services it offers, so that Canadians can exercise their democratic right to vote, regardless of the barriers that may affect their ability to do so. These initiatives will also ensure that the agency continues to make the electoral process more inclusive and more accessible for all Canadians. They include:

- improving voting services by using new technologies such as electronic voter lists and by streamlining processes at the polls
- facilitating services for absentee voters by increasing options for voting by special ballot, such as on-campus voting
- making the voting process more convenient and accessible by using specialized tools to optimize the average distance between electors' residences and their assigned polling station
- using evidence-based results to inform decisions regarding the agency's modernization initiatives, by using upcoming by-elections to test new or redesigned tools, processes and procedures
- making registration and voting more accessible to Indigenous electors on reserves and in remote communities, by working with Indigenous organizations and community leaders to better understand their needs and the factors that influence their decision whether to vote
- ensuring that the online voter registration service is available to all electors, including those without a driver's licence or standard address
- ensuring, through a renewed voter information campaign, that electors receive the details they need about when, where and the ways they can register and cast their vote

- strengthening the National Register of Electors by modernizing data collection and working with new and existing partners to gather relevant information about under-represented groups, such as Indigenous voters and youth
- giving electors, election workers and electoral participants more timely and relevant information by migrating all Elections Canada's contact centres to an effective common platform
- offering a broader range of credible and reliable sources for electoral information, by creating clearer and more streamlined procedures to route public and media enquiries to subject-matter experts
- helping educators teach young people about democracy, government, electoral systems, civic engagement and active citizenship through the launch of a new civic education program

Other key initiatives will continue to support Elections Canada's dedication to protecting the integrity of the electoral system by ensuring that it remains fair, transparent and free of undue influence. These include:

- facilitating political entities' compliance with the financial regime in place by offering them a broader range of resources and training methods, and by modernizing the tool they use to prepare and submit their financial reports
- remaining well positioned to anticipate, detect and respond to emerging security concerns related to the administration of elections by strengthening the agency's cyber-security posture and maintaining collaboration with Canada's lead security agencies, including the Communications Security Establishment
- maintaining Canadians' confidence in Elections Canada's administration of elections and in the legitimacy of election results by detecting and addressing integrity-related patterns, trends and incidents
- supporting improvements to the electoral process by providing subject-matter expertise and advice to parliamentarians as they work on draft legislation
- helping election workers understand and meet their obligations by launching a redesigned training plan to support streamlined polling place operations
- using evidence-based results to inform decisions regarding the monitoring of compliance with electoral legislation by testing a new audit process during upcoming by-elections

At the same time, the agency will also continue to focus on:

- conducting any by-elections that are called in 2018–19

- wrapping up initial preparations for the 2019 general election by March 31, 2019, in order to test all new initiatives
- preparing the agency to implement any legislative changes adopted by Parliament in time for the 2019 general election

Planned Results

Departmental Results	Departmental Result Indicators	Target	Date to Achieve Target	Actual Results		
				2014–15 (six by-elections)	2015–16 (42nd general election)	2016–17 (one by-election)
Canadians can exercise their democratic right to vote	Percentage of polling places that meet Elections Canada's key accessibility criteria	100%	March 31, 2019	100%	96%	98%
	Percentage of electors included in the National Register of Electors	At least 94%	March 31, 2019	92%	93%	93%
	Percentage of electors who are aware of the main voting methods	At least 90% of electors are aware of the option to vote at a polling station on election day	March 31, 2019	N/A	90%	N/A
		At least 70% of electors are aware of the option to vote at an advance poll	March 31, 2019	N/A	64%	N/A
	Percentage of electors' residences that are within a given road distance of their assigned polling place	At least 95%	March 31, 2019	N/A	N/A	N/A
A fair and transparent electoral process free of undue influence	Percentage of Canadians who have a positive perception of the administration of elections	Electors: at least 95%	March 31, 2019	N/A	94%	92%
		Candidates: at least 85%	March 31, 2020	N/A	79%	N/A
	Percentage of excess contributions that are returned to contributors or remitted to the Chief Electoral Officer	At least 90%	March 31, 2021	N/A	N/A	N/A

Departmental Results	Departmental Result Indicators	Target	Date to Achieve Target	Actual Results		
				2014–15 (six by-elections)	2015–16 (42nd general election)	2016–17 (one by-election)
	Percentage of candidates' campaign returns that Elections Canada posts online within 10 business days of filing	100%	March 31, 2019	72%	87%	74%
	Election officers' level of compliance with procedures at the polls	A deviation under 2% for key controls	March 31, 2019	N/A	Within tolerance	Within tolerance
		A deviation under 11% for secondary controls	March 31, 2019	N/A	Within tolerance	Within tolerance

Budgetary Financial Resources (dollars)

2018–19 Main Estimates	2018–19 Planned Spending	2019–20 Planned Spending	2020–21 Planned Spending
94,074,700	94,074,700	72,489,231*	67,597,806*

*At this time, incremental expenditures related to the delivery of the 43rd general election are not included. Please see the "Elections Canada's Financial Framework" section of this report for further explanation.

Human Resources (full-time equivalents)

2018–19 Planned Full-time Equivalents	2019–20 Planned Full-time Equivalents	2020–21 Planned Full-time Equivalents
475	419*	402*

*At this time, incremental human resources related to the delivery of the 43rd general election are not included. Please see the "Elections Canada's Financial Framework" section of this report for further explanation.

The total planned spending and human resources for the next three fiscal years are summarized in the above tables.

Financial, human resources and performance information for Elections Canada's Program Inventory is available in the GC InfoBase.[i]

Internal Services

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning Highlights

In 2018–19, the initiatives relating to Internal Services will continue to support the agency's efforts to ensure that Canadians can exercise their democratic right to vote as part of a fair and transparent electoral process free of undue influence. These initiatives include:

- ensuring more robust, secure data and network environments, and enhancing the safeguarding of information by implementing a comprehensive security strategy, which will continue to strengthen the agency's security posture
- harmonizing business processes, adopting a more effective case management tool, and reducing the number of applications and knowledge bases that the agency uses in order to better deliver services to voters, field workers, suppliers and the general public

Budgetary Financial Resources (dollars)

2018–19 Main Estimates	2018–19 Planned Spending	2019–20 Planned Spending	2020–21 Planned Spending
41,137,302	41,137,302	39,123,079	40,222,174

Human Resources (full-time equivalents)

2018–19 Planned Full-time Equivalents	2019–20 Planned Full-time Equivalents	2020–21 Planned Full-time Equivalents
208	202	204

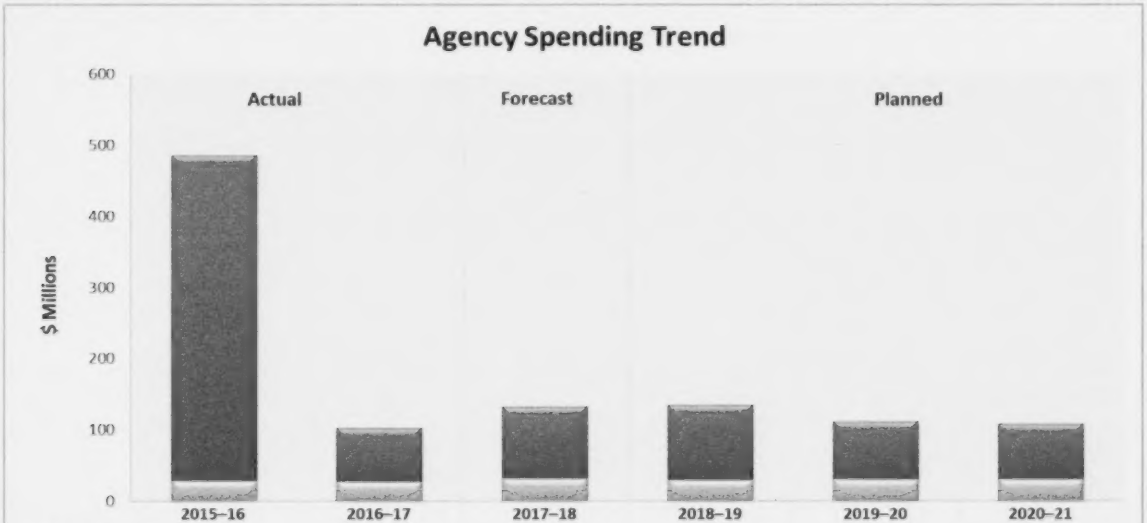
Spending and Human Resources

Elections Canada's Financial Framework

Elections Canada's unique dual-funding mechanism and planning practices are a function of its mandate. The agency is funded in part by an annual appropriation that covers the salaries of its indeterminate positions and is not affected by the electoral cycle. The agency also has a statutory authority that allows it to draw directly from the Consolidated Revenue Fund for all other expenses. The statutory authority reflects Elections Canada's independence from the Government. It also ensures that Elections Canada has access to the funds required for elections that may occur at any time.

Under Canada's parliamentary system, general elections are scheduled to take place on fixed dates but can still be called in advance, particularly during a minority government. By-elections, which take place whenever seats in the House of Commons become vacant, are also unpredictable. Legislative changes and market forces for procured goods and services can also significantly impact a general election. For these reasons, Elections Canada does not normally forecast spending related to election delivery activities until the year of a fixed-date election.

Planned Spending



	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
Statutory	457	74	101	104	81	76
Voted	29	28	32	31	31	31
Total	486	102	133	135	112	108

Totals may not add up due to rounding.

Budgetary Planning Summary for Core Responsibilities and Internal Services (Dollars)

Core Responsibility and Internal Services*	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast Spending	2018–19 Main Estimates	2018–19 Planned Spending	2019–20 Planned Spending	2020–21 Planned Spending
Electoral Administration and Oversight	N/A	N/A	N/A	94,074,700	94,074,700	72,489,231	67,597,806
Electoral Operations	331,586,802	47,152,229	62,015,432	N/A	N/A	N/A	N/A
Regulation of Electoral Activities	116,777,324	12,698,073	14,988,738	N/A	N/A	N/A	N/A
Electoral Engagement	8,244,303	8,835,883	11,553,342	N/A	N/A	N/A	N/A
Subtotal	**456,608,429**	**68,686,185**	**88,557,512**	**94,074,700**	**94,074,700**	**72,489,231**	**67,597,806**
Internal Services	29,797,925	33,745,539	44,042,155	41,137,302	41,137,302	39,123,079	40,222,174
Total	**486,406,354**	**102,431,724**	**132,599,667**	**135,212,002**	**135,212,002**	**111,612,310**	**107,819,980**

*Due to changes in Elections Canada's reporting framework starting in fiscal year 2018–19, annual expenditures by Core Responsibility are not available prior to that year. Previous years are reported under the old Program Alignment Architecture.

The spending pattern is a result of the election cycle and is typical for the agency. Because the 42nd general election was held on October 19, 2015, the peak of expenditures for its conduct occurred in 2015–16. In the years following an election (such as, here, 2016–17) expenditures drop sharply, returning to their usual level as election activities wind down. Also in 2016–17, Elections Canada initiated a process for asset renewal and electoral services modernization, incurring a significant portion of these expenditures in 2017–18.

Starting in 2018–19, the agency will increase its field operations as it prepares to conduct the 2019 general election. These planned expenditures do not include at this time the delivery portion of that election for the reasons stated above. In this regard, proposed legislative changes currently before Parliament and the government's intention to introduce further electoral reform could have material impact on the conduct of the next general election and its cost. An estimate of the cost of the 43rd general election will be included in the agency's 2019–20 Departmental Plan.

Throughout the election cycle, the annual percentage of Internal Services over total expenditures varies significantly. In the years covered above, it varies from 6% to 37%, with an average of 21%.

Planned Human Resources

Human Resources Planning Summary for Core Responsibility and Internal Services (full-time equivalents)

Core Responsibility and Internal Services*	2015–16 Actual	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Electoral Administration and Oversight	N/A	N/A	N/A	475	419	402
Electoral Operations	444	262	298	N/A	N/A	N/A
Regulation of Electoral Activities	81	87	83	N/A	N/A	N/A
Electoral Engagement	68	71	75	N/A	N/A	N/A
Subtotal	**593**	**420**	**456**	**475**	**419**	**402**
Internal Services	131	143	184	208	202	204
Total	**724**	**563**	**640**	**683**	**621**	**606**

*Due to changes in Elections Canada's reporting framework starting in fiscal year 2018–19, annual FTEs by Core Responsibility are not available prior to that year. Previous years are reported under the old Program Alignment Architecture.

The fluctuation in FTEs is a result of the election cycle, largely explained by the same reasons stated in the Budgetary Planning Summary, above.

Estimates by Vote

For information on Elections Canada's organizational appropriations, consult the 2018–19 Main Estimates.[ii]

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of Elections Canada's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on Elections Canada's website.[iii]

Future-Oriented Condensed Statement of Operations for the Year Ended March 31, 2019 (dollars)

Financial Information	2017–18 Forecast Results	2018–19 Planned Results	Difference (2018–19 Planned Results Minus 2017–18 Forecast Results)
Total expenses	140,500,777	139,587,275	913,502
Total revenues	-	-	-
Net cost of operations before government funding and transfers	140,500,777	139,587,275	913,502

According to Elections Canada's estimations, the 2018–19 planned results will be similar to the 2017–18 forecasted results.

Supplementary Information

Corporate Information

Organizational Profile

Appropriate Minister: The Honourable Scott Brison, PC, MP, Acting Minister of Democratic Institutions

Institutional Head: Stéphane Perrault, Acting Chief Electoral Officer of Canada

Agency: Office of the Chief Electoral Officer

Year of incorporation/commencement: 1920

Enabling instruments:

- Canada Elections Act, S.C. 2000, c. 9[iv]
- Electoral Boundaries Readjustment Act, R.S.C., 1985, c. E-3[v]
- Referendum Act, S.C. 1992, c. 30[vi]

Raison d'être, Mandate and Role

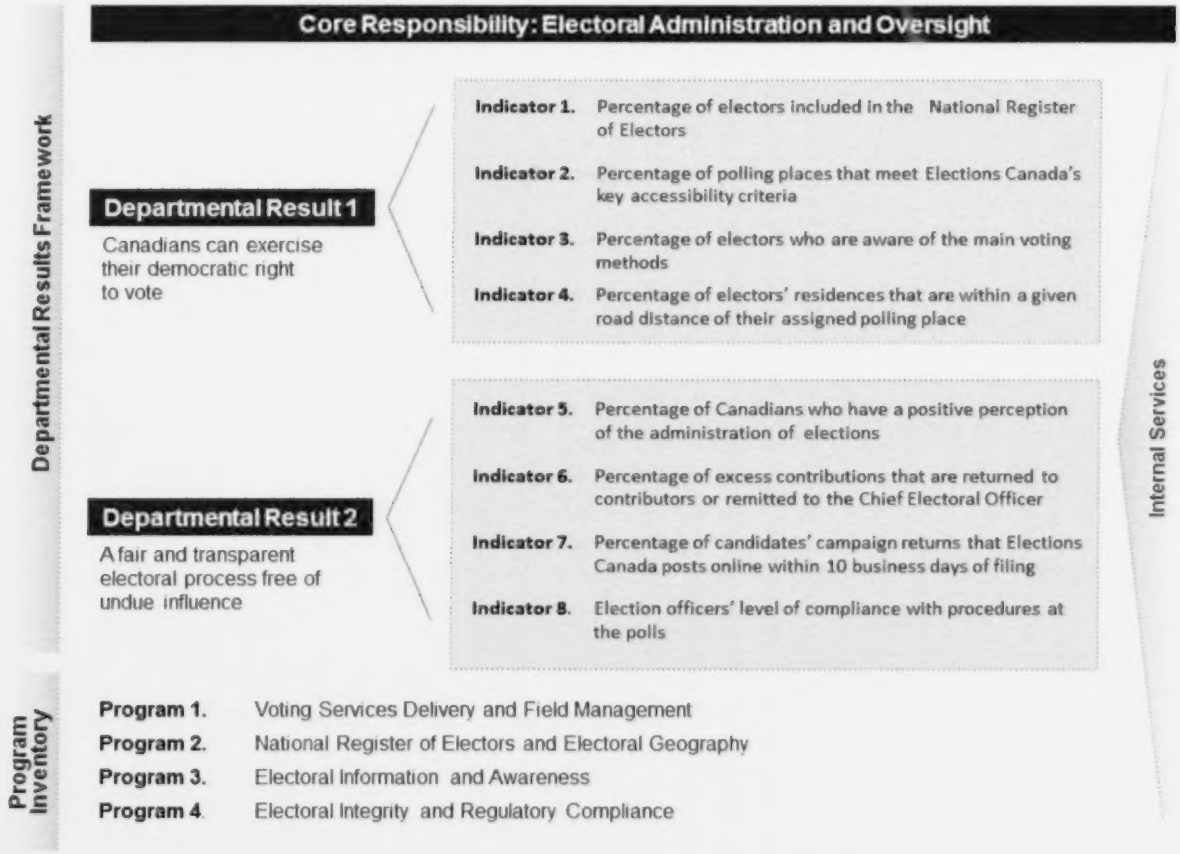
"Raison d'être, mandate and role" is available on Elections Canada's website.[vii]

Operating Context and Key Risks

Information on the agency's operating context and the key risks is available on Elections Canada's website.[viii] This includes a summary of proposed legislative amendments affecting the agency's business, as well as an overview of judicial decisions and proceedings that may affect electoral legislation.

Reporting Framework

Elections Canada's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below:


Departmental Results Framework
Core Responsibility: Electoral Administration and Oversight
Departmental Result 1
Canadians can exercise their democratic right to vote
Indicator 1. Percentage of electors included in the National Register of Electors
Indicator 2. Percentage of polling places that meet Elections Canada's key accessibility criteria
Indicator 3. Percentage of electors who are aware of the main voting methods
Indicator 4. Percentage of electors' residences that are within a given road distance of their assigned polling place
Departmental Result 2
A fair and transparent electoral process free of undue influence
Indicator 5. Percentage of Canadians who have a positive perception of the administration of elections
Indicator 6. Percentage of excess contributions that are returned to contributors or remitted to the Chief Electoral Officer
Indicator 7. Percentage of candidates' campaign returns that Elections Canada posts online within 10 business days of filing
Indicator 8. Election officers' level of compliance with procedures at the polls
Internal Services
Program Inventory
Program 1. Voting Services Delivery and Field Management
Program 2. National Register of Electors and Electoral Geography
Program 3. Electoral Information and Awareness
Program 4. Electoral Integrity and Regulatory Compliance

Concordance Between the Departmental Results Framework and the Program Inventory, 2018–19, and the Program Alignment Architecture, 2017–18

2018–19 Departmental Results Framework (DRF)	2017–18 Program Alignment Architecture (PAA)	PAA Programs Expenditures Corresponding to the DRF Programs (percentage)
Program 1.1: Voting Services Delivery and Field Management	Program 1.1: Electoral Operations	80
Program 1.2: National Register of Electors and Electoral Geography	Program 1.1: Electoral Operations	20
Program 1.3: Electoral Information and Awareness	Program 1.3: Electoral Engagement	100
Program 1.4: Electoral Integrity and Regulatory Compliance	Program 1.2: Regulation of Electoral Activities	100
Internal Services	Internal Services	100

Supporting Information on the Program Inventory

Supporting information on planned expenditures, human resources and results related to Elections Canada's Program Inventory is available in the GC InfoBase.[ix]

Supplementary Information Tables

The following supplementary information tables are available on Elections Canada's website:[x]

- Departmental Sustainable Development Strategy[xi]
- Disclosure of transfer payment programs under $5 million[xii]
- Gender-based analysis plus[xiii]
- Planned evaluations coverage over the next five fiscal years[xiv]
- Upcoming internal audits for the coming fiscal year[xv]

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[xvi] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational Contact Information

General Enquiries

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from anywhere in the world

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Website
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Media Information

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1-877-877-9515
819-939-1900
TTY 1-800-361-8935

Fax
613-954-8584

Appendix: Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The "plus" acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Alignment Architecture (architecture d'alignement des programmes)[xvii]

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

[i] www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

[ii] www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp

[iii] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=fut&lang=e

[iv] http://laws-lois.justice.gc.ca/eng/acts/E-2.01

[v] http://laws-lois.justice.gc.ca/eng/acts/E-3

[vi] http://laws-lois.justice.gc.ca/eng/acts/R-4.7

[vii] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=rais&lang=e

[viii] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=opcon&lang=e

[ix] www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

[x] www.elections.ca/content.aspx?section=res&dir=rep/rpp&document=index&lang=e

[xi] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=green&lang=e

[xii] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=tpp&lang=e

[xiii] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=gba&lang=e

[xiv] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=eval&lang=e

[xv] www.elections.ca/content.aspx?section=res&dir=rep/rpp/dp2018&document=audit&lang=e

[xvi] www.fin.gc.ca/purl/taxexp-eng.asp

[xvii] Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.